Fiscal Year 2016-17	Business Unit 0840	Department State Controller's Office		Priority No.

Budget Request Name 0840-031-BCP-BR-2016-MR 0840-032-BCP-BR-2016-MR	Program **0500300–PERSONNEL PAYROLL SERVICES**	Subprogram	

Budget Request Description
21st Century Project

Budget Request Summary
The State Controller's Office (SCO) requests $2,720,000 ($1,550,000 General Fund [GF] and ($1,170,000 Special Funds [SF]) to support 4.0 positions (8.0 continuing positions effective January 1, 2017) in 2016-17 and $2,831,000 ($1,060,000 GF; 799,000 SF; $972,000 Reimbursements [Reimb]) in 2017-18 and $2,607,000 ($932,000 GF; $703,000 SF; $972,000 Reimb) in 2018-19 to support 8.0 positions to complete the assessments identified by the Legislative Analyst's Office, convey the results of the project management assessment in a Post Implementation Evaluation Report, perform business process re-engineering of human resource management and payroll processing practices to refine the scope of the future project and complete the Stage 1 Business Analysis of the Department of Technology Project Approval Lifecycle (PAL).

Requires Legislation ☒ Yes ☐ No	Code Section(s) to be Added/Amended/Repealed GC 12432

Does this BCP contain information technology (IT) components? ☒ Yes ☐ No *If yes, departmental Chief Information Officer must sign.*	Department CIO Todd Boltjes, Chief Information Systems Division	Date 4-13-16

For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance.

☐ FSR ☒ SPR Project No. 0840-70 Date: 11/15/11

If proposal affects another department, does other department concur with proposal? ☒ Yes ☐ No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By Chris Maio, Director 21st Century Project	Date 4/13/16	Approved By Debra Spellman, Chief Personnel/Payroll Services Div.	Date 4/13/16
Department Director Tom Yowell Chief Administrative Officer	Date 4-13-16	Reviewed By Larry Norris, Chief Admin and Disb. Division	Date 4/13/16

Department of Finance Use Only

Additional Review: ☐ Capital Outlay ☐ ITCU ☐ FSCU ☐ OSAE ☐ CALSTARS ☐ Dept. of Technology

BCP Type: ☐ Policy ☐ Workload Budget per Government Code 13308.05

PPBA	Date submitted to the Legislature 5-13-16

BCP Fiscal Detail Sheet

BCP Title: 21st Century Project - Project Management Assessment and PAL workload   **DP Name: 0840-026-BCP-DP-2016-MR**

Budget Request Summary

	CY	BY	BY+1	BY+2	BY+3	BY+4
FY16						
Salaries and Wages						
Earnings - Temporary Help	0	356	711	711	0	0
Total Salaries and Wages	**$0**	**$356**	**$711**	**$711**	**$0**	**$0**
Total Staff Benefits	0	182	366	366	0	0
Total Personal Services	**$0**	**$538**	**$1,077**	**$1,077**	**$0**	**$0**
Operating Expenses and Equipment						
5301 - General Expense	0	8	16	16	0	0
5304 - Communications	0	5	8	8	0	0
5322 - Training	0	5	8	8	0	0
5324 - Facilities Operation	0	0	1,118	1,118	0	0
5340 - Consulting and Professional Services - External	0	1,452	224	0	0	0
5340 - Consulting and Professional Services - Interdepartmental	0	699	356	356	0	0
5346 - Information Technology	0	13	24	24	0	0
Total Operating Expenses and Equipment	**$0**	**$2,182**	**$1,754**	**$1,530**	**$0**	**$0**
Total Budget Request	**$0**	**$2,720**	**$2,831**	**$2,607**	**$0**	**$0**

Fund Summary

	CY	BY	BY+1	BY+2	BY+3	BY+4
Fund Source - State Operations						
0001 - General Fund	0	1,550	1,060	932	0	0
9740 - Central Service Cost Recovery Fund	0	1,170	799	703	0	0
0995 - Reimbursements	0	0	972	972	0	0
Total State Operations Expenditures	**$0**	**$2,720**	**$2,831**	**$2,607**	**$0**	**$0**
Total All Funds	**$0**	**$2,720**	**$2,831**	**$2,607**	**$0**	**$0**

Program Summary

	CY	BY	BY+1	BY+2	BY+3	BY+4
Program Funding						
0500300 - Personnel/Payroll Services	0	2,720	2,831	2,607	0	0
9900100 - Administration	0	59	115	115	0	0
9900200 - Administration - Distributed	0	-59	-115	-115	0	0
Total All Programs	**$0**	**$2,720**	**$2,831**	**$2,607**	**$0**	**$0**

Personal Services Details

Salaries and Wages	CY	BY	BY+1	BY+2	BY+3	BY+4
Total Salaries and Wages	**$0**	**$356**	**$711**	**$711**	**$0**	**$0**
Staff Benefits						
5150900 - Staff Benefits - Other	0	182	366	366	0	0
Total Staff Benefits	**$0**	**$182**	**$366**	**$366**	**$0**	**$0**
Total Personal Services	**$0**	**$538**	**$1,077**	**$1,077**	**$0**	**$0**

A.   Budget Request Summary

The State Controller's Office (SCO) requests $2,720,000 ($1,550,000 General Fund [GF] and ($1,170,000 Special Funds [SF]) to support 4.0 positions (8.0 continuing positions effective January 1, 2017) in 2016-17 and $2,831,000 ($1,060,000 GF; 799,000 SF; $972,000 Reimbursements [Reimb]) in 2017-18 and $2,607,000 ($932,000 GF; $703,000 SF; $972,000 Reimb) in 2018-19 to support 8.0 positions to complete the assessments identified by the Legislative Analyst's, convey the results of the project management assessment in a Post Implementation Evaluation Report, perform business process re-engineering of human resource management and payroll processing practices to refine the scope of the future project and complete the Stage 1 Business Analysis of the Department of Technology Project Approval Lifecycle (PAL).

B.   Background/History

The SCO is responsible for issuing pay to employees of the State civil service, California State University (CSU) and Judicial Council. There are currently over 160 departments and 23 CSU campuses and the CSU Chancellor's Office in the State of California. The State workforce is comprised of approximately 275,000 employees, represented by 21 State civil service bargaining units and 13 CSU bargaining units. Employees are located throughout California and in other states, and range from elected officials, managers and supervisors, and higher education faculty, to rank and file workers in a variety of occupations.

In June 2012, the SCO deployed Pilot 1 of the MCP system. The pilot revealed a significant volume of errors. The SCO worked with SAP (system integrator) in good faith to go through the errors and ensure that SAP was addressing them as contractually required. SAP did not cure the issues as required and, in October 2012, the SCO issued a cure letter to compel SAP to fulfill its contractual obligations. While the SCO hoped SAP would successfully cure its system's failure to deliver an accurate, stable, and reliable payroll, SAP failed to cure as contractually required and, instead, responded in November 2012 by refusing to acknowledge any responsibility for the errors with the system. For the next several months errors in pay produced by the payroll system continued and SAP failed to provide the SCO a viable recovery plan to address them. Consequently, in February 2013, SAP's failure to meet its contractual obligation to cure, left the State with no choice but to terminate the contract with SAP. The California Department of Technology suspended the project and the state is again relying on its 1970s-era legacy systems and has not achieved the benefits envisioned of the new system.

During the project's suspension, the SCO, Department of Finance (DOF), Department of Technology, Legislative Analyst's Office, the Legislature, and others have called for, and recognize the need for several project assessments. In order to develop a comprehensive approach which satisfies all of the stakeholders' concerns, a multi-step assessment was created. The comprehensive assessment included three separate assessments focused on key objectives that are required to develop a strategic plan to move the project forward considering the best interest of the State.

The assessment of the MyCalPAYS system and software has been completed. The objective of this first assessment was to determine which of the business and legal requirements were met and not met by the system, what could be leveraged from the project if the State moved forward with the current software and design, and what the estimated cost to complete the project would be.

The objective of the second assessment was to determine the overall effectiveness of the project management practices used in this project and to assess the contractor's performance in meeting the State's business and legal requirements, meeting the requirements of the contract and statement of work, and providing quality and timely deliverables.

The objective of the third assessment was to research and identify alternative solutions to meeting the State's business and legal requirements. This assessment would identify potential solutions along with the benefits and risks associated with their respective implementations. The results of Assessment 3 would provide the means to compare the risks and costs associated with implementing the alternatives with the results of Assessment 1.

Resource History
(Dollars in thousands)

Program Budget	2010-11	2011-12	2012-13	2013-14	2014-15
Authorized Expenditures	-	-	$2,160	$6,147	$14,779
Actual Expenditures	-	-	$2,160	$6,147	$14,779
Revenues	-	-	-	-	-
Authorized Positions	-	-	5.5	9.2	5.0
Filled Positions	-	-	5.5	9.9	5.0
Vacancies	-	-	0.0	0.0	0.0

Workload History

Workload Measure	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
N/A	-	-	-	-	-	-

C.   State Level Considerations

Due to the contract termination and Department of Technology's suspension of the project the state is again relying on its 1970s-era legacy systems and has not achieved the benefits envisioned of the new system. The state has received an assessment of MyCalPAYS and understands the value of its investment and knows whether it can be used in the future and at what approximate cost.

D.   Justification

The SCO received $2,461,000 for one-year through an approved 2014-15 Finance Letter (FL) for the first assessment. The FL authorized $1,750,000 to support an interagency agreement with the Department of Technology for an independent contractor to perform Assessment 1. The Department of Technology was independently responsible for selecting the contractor and managing this contract. Department of Technology selected Grant Thornton as the assessment contractor and their work was completed in December 2015.

The resources requested in this proposal will again provide funding for the SCO to enter into an agreement with the Department of Technology to independently select a contractor to assess the overall effectiveness of the project management practices used in this project including whether or not the primary vendor contract was managed appropriately, the extent to which quality control measures were effective and the extent to which risk and issues were identified and managed appropriately. As directed by the Department of Technology, the SCO will complete a Post Implementation Evaluation Report (PIER) for the MyCalPAYS project which will include the results of these assessments. After the completion of the PIER, the SCO will begin the process of starting the human resource management and payroll system replacement project, using the new PAL processes to identify alternative solutions to the MCP system.

Since this project's suspension three years ago, the Department of Technology has adopted the PAL process to improve the quality, value and likelihood of success for information technology (IT) projects undertaken by the State of California. The PAL represents an opportunity for SCO's management to assess the full implications of a proposed IT project. The PAL is also the means of linking a specific IT project to SCO's strategic business plans and IT plans, and to ensure that the proposed project makes the best use of SCO's IT infrastructure. The PAL is intended to ensure projects are undertaken with clear business objectives, accurate costs, and realistic schedules.

In order for a new effort to be approved by the Department of Technology, the SCO must complete all 4 stages of the PAL including Stage 1 Business Analysis, Stage 2 Alternatives Analysis, Stage 3 Solution Development and Stage 4 Project Readiness and Approval, each of which are separated by gates of approval. The SCO will be working closely with the Department of Technology as it completes each of the stages in the PAL and will seek continued legislative approval through future budget requests. By doing so, the SCO will effectively justify its business case and selected alternative to the satisfaction of the Department of Technology.

This request includes a continuing staff component of 8 positions for three years. Before writing the Stage 1 Business Analysis, through facilitated discussions, these staff will work with SCO divisions, CalHR, FI$Cal, DOF and departmental human resources offices to determine where the state can conform to industry standards for human resource management and payroll processing. The outcome of these discussions will drive the business process re-engineering and mid-level solution requirements found in the Stage 2 Alternatives Analysis.

The Project Team

The Project Team is composed of 8 positions and is currently responsible for the administrative, business, and technical support for litigation efforts. The SCO is requesting a total of 4.0 positions in 2016-17 (8.0 positions for 6 months), 8.0 positions in 2017-18 and 8.0 positions in 2018-19. Once the litigation is complete, all existing team members will transition to project activities that will include, but are not limited to:

Assessment Work

- Execute an Interagency Agreement with the Department of Technology to secure a contractor to perform independent assessment work.
- Work with the assessment vendor to identify and produce all relevant project artifacts and materials created to support litigation efforts that will aid the vendor in performing the assessment as quickly and cost effectively as possible.
- Write the Post Implementation Evaluation Report incorporating the results of the independent assessment.

Project Startup Activities

- Work with HR and Payroll executives, subject matter experts and stakeholders coordinating, participating in and conducting focus group sessions to determine where the state can conform to industry standards in human resource management and payroll processing or otherwise improve existing policies and procedures.
- Develop and release procurement documents, evaluate contractor proposals, and contract with selected Business Process Re-engineering contractor.
- Work with the Department of Technology to complete the Stage 1 Business Analysis incorporating lessons learned from the project and relevant materials from the litigation effort.
- Participate in Joint Application Design (JAD) sessions to refine and document the State's requirements incorporating agreements made in focus group sessions.
- Provided SCO receives appropriate project approval and funding, work with the Department of Technology to complete the Stage 2 Alternatives Analysis and then Stage 3 Solutions Development.

Staff levels have been determined using the workload history, as well as workloads of similar projects and consultant subject matter expert's advisement.

Staff are responsible for developing and implementing departmental policy related to the new project, establishing the overall strategy and direction of the project and monitoring all schedules, budgets, contracts, human resources, facilities, and activities. They serve as the primary contact for the Steering Committee, and represent the project to outside entities. The table below provides the specific classification and Personal Services cost of the project management and planning staff.

Positions in 2017-18 and 2018-19[1]		
Classification	**Positions**	**Cost**
Chief, Information Systems	1.0	$123,000
C.E.A B	1.0	$120,000
Staff Services Manager III	1.0	$97,000
Systems Software Specialist II (Tech)	1.0	$90,000
Staff Information Systems Analyst (Spec)	1.0	$77,000
Staff Services Manager I	1.0	$71,000
Associate Governmental Program Analyst	1.0	$62,000
Staff Services Manager I (Admin)	1.0	$71,000
Total	**8.0**	**$711,000**

[1]In 2016-17 the positions are requested from January through June of 2017 resulting in a total request of 4.0 positions.

Refer to Attachment I – Workload Justification for additional details.

E.   Outcomes and Accountability

Accountability for project resources will be achieved through various management processes with updates provided to stakeholders on a regular basis via monthly Department of Technology reports, executive steering committee meetings, and quarterly Joint Legislative Budget Committee (JLBC) reports and briefings. To maintain independence and objectiveness throughout the duration of the project, the SCO will establish a governance structure of active and engaged stakeholder control agencies and departments.

Projected Outcomes

Workload Measure	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
N/A	-	-	-	-	-	-

F.   Analysis of All Feasible Alternatives

Alternative 1: Provide the SCO with $2,720,000 ($1,550,000 General Fund [GF] and ($1,170,000 Special Funds [SF]) to support 4.0 positions (8.0 continuing positions effective January 1, 2017) in 2016-17 and $2,831,000 ($1,060,000 GF; 799,000 SF; $972,000 Reimbursements [Reimb]) in 2017-18 and $2,607,000 ($932,000 GF; $703,000 SF; $972,000 Reimb) in 2018-19 to support 8.0 positions to complete the assessments identified by the Legislative Analyst's Office, convey the results of the project management assessment in a Post Implementation Evaluation Report, perform business process re-engineering of human resource management and payroll processing practices to refine the scope of the future project and complete the Stage 1 Business Analysis of the Department of Technology Project Approval Lifecycle (PAL).

Pros:
- Provides resources to conduct the remaining independent assessment of the MyCalPAYS project.

- Produces independent assessments that will be of value to this project as well as all state departments pursuing significant automation projects.
- Allows the SCO to conduct the research and prepare the necessary documentation to begin the approval process for the human resource management and payroll system replacement project.
- Allows the SCO to continue to examine, refine, and potentially change its business processes.
- Allows the SCO to identify the benefits and risks associated with the alternative solutions to the MCP system.

Cons:
- Requires resource and fund support for a three-year limited-term.

Alternative 2: Deny this request.

Pros:
- No increase in resources or funding will be necessary.

Cons:
- Will not produce the independent assessment that will be of value to this project as well as all state departments pursuing significant automation projects.
- Will not allow the SCO to seek approval of the human resource management and payroll system replacement project.
- Will not allow the SCO to find ways to replace the State's existing outdated human resource management and payroll systems that do not meet the needs of today's government.

G.   Implementation Plan

Upon approval of the BCP, the SCO will immediately execute the Interagency Agreement with the Department of Technology to secure a contract for the independent assessment. Once the assessment is complete, the SCO will complete the PIER incorporating the findings of the assessment. Concurrently with the assessment, the SCO staff will engage with stakeholders to identify where the state can conform to industry standards in human resource management and payroll processing or otherwise improve existing policies and procedures. The SCO will then engage with a business process re-engineering contractor to examine and change its business practices in advance of creating (or refining existing) mid-level solution requirements that will be included in the Stage 2 Alternatives Analysis. The SCO anticipates submitting future budget requests seeking additional resources to assist with the completion of the Stage 2 Alternatives Analysis and Stage 3 Solution Development.

Time Frame	Outcome
July 2016	Execute Interagency Agreement with Department of Technology.
September 2016 – February 2017	Perform the independent assessment.
July 2016 – December 2016	Identify human resource management and payroll standardization opportunities.
January 2017 – September 2017	Perform business process re-engineering.
March 2017	Complete and submit the PIER.
February 2017 – October 2017	Prepare and submit the Stage 1 Business Analysis.

June 2017 – December 2017	Document mid-level solution requirements.
November 2017 – August 2018	Prepare and submit the Stage 2 Alternatives Analysis.
October 2018 – December 2018	Document low-level solution requirements.
August 2018 – May 2019	Prepare and submit the Stage 3 Solution Development.

H.   Supplemental Information

Operating Expenses and Equipment

In addition to the SCO standard OE&E complement, funding for Facilities, Consulting and Professional Services are included within this request.

Facility/Capital Costs – Approval of this request will fund lease obligations within 300 Capitol Mall.

2017-18 and 2018-19 Facilities Costs	Project Space (8 staff)	Reimbursable Sub-Leasing	Total Obligated
TFC Space Requirements	3,893	25,692	29,585
Capitol Mall (avg. $3.07/sq. ft.)	$143,000	$952,000	$1,095,000
DGS Surcharge Fees (2.07%)	$3,000	$20,000	$23,000
Total Facilities Costs	**$146,000**	**$972,000**	**$1,118,000**

Of the obligated 29,585 sq. feet 3,893 sq. feet is required to accommodate the 8.0 Project staff (based on an average of 250 sq. ft. per person), plus a storage room required to store project documents. The remaining 25,692 sq. feet will be sub-leased through the Capitol Mall property owners. Maintaining the 25,692 sq. feet will allow the SCO to ramp up and utilize space in close proximity to existing SCO operations, once the future human resource management and payroll system is selected and the project ramps up. Therefore, $146,000 of Project funding and $972,000 in non-Project reimbursement authority is required.

Consulting and Professional Services - $2,151,000 in 2016-17, $580,000 in 2017-18 and $356,000 in 2018-19.

Consulting Services – The SCO expects the Department of Technology will assign a project oversight consultant to contract with and manage the independent project assessment vendor. Once the assessment is complete, the SCO expects the Department of Technology will continue to assign a full time project oversight consultant to ensure independence and objectiveness in the management of the project is maintained throughout the course of the project. The SCO will continue to contract with project consultants who will work with SCO and stakeholders to determine where the state can conform to industry standards in human resource management and payroll processing. The SCO will then contract for business process re-engineering services to refine the requirements to conform with agreed changes to existing policies and practices.

Project funding

The requested funding is a split between General Fund and Central Service Cost Recovery Fund (57% GF and 43% CSCRF). The funding strategy recognizes that funding sources used for supporting all statewide positions should pay for a portion of the project costs. The project funding plan authorizes the use of non-general fund and General Fund sources. The non-general fund will be charged through the Pro-Rata process.

I.   Recommendation

Approve Alternative 1 and provide the SCO with $2,720,000 ($1,550,000 General Fund [GF] and ($1,170,000 Special Funds [SF]) to support 4.0 positions (8.0 continuing positions effective January 1, 2017) in 2016-17 and $2,831,000 ($1,060,000 GF; 799,000 SF; $972,000 Reimbursements [Reimb]) in 2017-18 and $2,607,000 ($932,000 GF; $703,000 SF; $972,000 Reimb) in 2018-19 to support 8.0 positions to complete the assessments identified by the Legislative Analyst's Office, convey the results of the project management assessment in a Post Implementation Evaluation Report, perform business process re-engineering of human resource management and payroll processing practices to refine the scope of the future project and complete the Stage 1 Business Analysis of the Department of Technology Project Approval Lifecycle (PAL).

Workload Description	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Classification: Chief, Information Systems Division (Project Director)				
Major responsibility: The Project Director ensures the overall success of the project, including effectiveness of the project's governance structure, strategic direction, integration with departmental goals and objectives, and stakeholder support.				
> Provide leadership to the 21st Century Project Management team and a variety of project support vendors, and policy direction/development towards the implementation of MyCalPAYS, which includes the following: Act as the initial escalation point for contractual issues that cannot be resolved by the Project Manager; Chair the 21st Century Project's Change Control Board; Ensure the project objectives remain consistent with departmental goals and objectives; In conjunction with the Division Chief, Personnel/Payroll Services Division, provide coordination and oversight of policy decisions affecting the 21st Century Project; Ensure transitional planning to the operations/maintenance phase is performed timely.	12	55	660	0.4
> Oversee and monitor the activities/tasks of the project team (state and contractor staff) to ensure the project is delivered within the scope, schedule, resource and quality objectives identified in the 21st Century Project Charter, which includes the following: Review mitigation and contingency plans for critical project risks; Provide oversight of project communications to ensure internal and external stakeholder communication needs are met; Approve any changes to project scope that will impact the overall project cost or major project milestones.	12	55	660	0.4
> Represent the 21st Century Project and the SCO with various state agencies, stakeholder meetings, legislative hearings, oversight committees, and in meetings with the SCO Executive Office, which includes the following: Communicate objectives, scope, impacts, milestones, issues, risks, and other information to relevant stakeholders, project team members, SCO Executive Office, and Legislative staff; Provide consultation and strategic advice to executive level managers, and lead strategic discussions with the project's Steering Committee; Present updates on project activities in meetings with SCO Executive Office and key project stakeholders; Provide updates to the State Controller and/or his/her designee.	12	20	240	0.1
> Attend high-level staff meetings, which include, but will not be limited to legislative hearings, budget committee meetings, division chief meetings, etc. Maintain effective communication and working relationships with other division chiefs within the SCO; Represent the 21st Century Project at departmental meetings.	12	20	240	0.1
TOTAL Chief, Information System Division (Project Director)	**48**	**150**	**1,800**	**1.0**
Classification: CEA B Project Manager				
Major responsibility: Project Manager				
> Provide leadership to the 21st Century Project Management team and a variety of project support vendors, and policy direction/development towards the implementation of MyCalPAYS.	12	60	720	0.4
>Coordinate and participate in focus group sessions with human resource and payroll executives, subject matter experts and other stakeholders to discuss policies, processes and standards. Oversee and monitor the requirements development and refinement process.	12	30	360	0.2
> Oversee and monitor the activities/tasks of the project team (state and contractor staff) to ensure project approval documentation and project assessment work is complete and ready for submission to the Department of Technology.	12	35	420	0.2
> Attend high-level staff meetings, which include, but will not be limited to legislative hearings, budget committee meetings, division chief meetings, etc.	12	25	300	0.2
TOTAL CEA B Project Manager	**48**	**150**	**1,800**	**1.0**
Classification: Staff Services Manager III				
Major Responsibility: Project planning office (PPO) management.				
> Manage, organize and direct the preparation of project approval documentation defined in the Department of Technology Project Approval Lifecycle. Participate in focus group sessions with human resource and payroll executives, subject matter experts and other stakeholders to discuss policies, processes and standards. Participate in requirements development and refinement sessions.	12	80	960	0.5
> Manage, organize and direct budget and facility operations for the project. Direct and oversee the preparation of project control documents, including, Budget Change Proposals and Finance Letters. Manage the preparation of budget projections, contract encumbrances, and cost estimates. Monitor expenditures to ensure they do not exceed approved funding levels. Review and approve purchase orders and payments for contractors.	12	40	480	0.3
> Attend project meetings, participate in the risk and issue management process. Review and provide comments on project plans and processes.	12	20	240	0.1
> Provide oversight and direction in managing project archives, e.g., document retention, archiving and information dissemination. Ensure project assessment vendor has access to all necessary project documentation artifacts. Ensure PPO staff adhere to established processes and quality standards to ensure integrity and confidentiality of project documentation.	12	10	120	0.1
TOTAL Staff Services Manager III	**48**	**150**	**1,800**	**1.0**

Workload Description	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Classification: Systems Software Specialist II (Technical)				
Major responsibility: Performs highly technical and the more complex duties involving the definition of performance, availability, scalability, security, maintainability, accessibility, deployability and extensibility requirements.				
> Provide input to the preparation of project approval documentation defined in the Department of Technology Project Approval Lifecycle. Participate in focus group sessions with human resource and payroll executives, subject matter experts and other stakeholders to understand policies, processes and standards.	12	80	960	0.5
> Work with SCO business and technical staff to develop and refine all performance, availability, scalability, security, maintainability, accessibility, deployability and extensibility requirements.	12	40	480	0.3
> Attend project meetings, participate in the risk and issue management process. Review and provide comments on project plans and processes.	12	30	360	0.2
TOTAL Systems Software Specialist II (Technical)	36	150	1,800	1.0
Classification: Staff Information Systems Analyst (Specialist)				
Major responsibility: Provides general technical expertise and is responsible for technology support in the maintenance of the MyCalPAYS system and ancillary support tools. Assists with technical requirements definition and provides input to project approval documentation.				
> Perform MyCalPAYS system support activities including database administration, application administration, user provisioning and backup and recovery services of the original infrastructure.	12	60	720	0.4
> Work with SCO business and technical staff to develop and refine all performance, availability, scalability, security, maintainability, accessibility, deployability and extensibility requirements.	12	30	360	0.2
> Develop work plans and procedures for the retrieval of information from the original MyCalPAYS system needed to support the project assessment vendor as well as development of technical requirements, including the scope definition.	12	20	240	0.1
>Provide direct input towards the Department of Technology Project Approval Lifecycle (PAL) requirements specific to the Projects Stage 1, Business Analysis and Stage 2, Alternatives Analysis designed to set clear business objectives and realistic schedules for proposed IT projects.	12	40	480	0.3
TOTAL Staff Information Systems Analyst (Specialist)	48	150	1,800	1.0
Classification: Staff Services Manager I (Business Team Manager)				
Position Control; Employment History; Configuration				
Major responsibility: The incumbent will be responsible for supervising and leading staff performing journeyperson level work related to documenting and re-engineering business processes, requirements gathering and providing input to project approval documentation.				
> Plan, organize, lead, and control the work of staff involved in requirements gathering, design, development, test and implementation.	12	60	720	0.4
> Establish priorities and commit resources for project tasks. Meet regularly with Project management to develop project plans (short and long term), and negotiate changes in scope, resources, or timeframes.	12	20	240	0.1
> Meet regularly with the Project Director and Project Manager to provide project status and to provide input on and recommendations for project priorities, including change to project scope, and sensitive policy and legal issues. Develop and make presentations to State administrative staff, varying from working level to high level management.	12	30	360	0.2
> Negotiate with control agencies for changes to or for new rules and policies as necessary to accommodate the business functions and processes supported by the new system and to resolve issues impacting the efficiency of the business practices.	48	10	480	0.3
TOTAL Staff Services Manager I (Business Team Manager)	84	120	1,800	1.0
Classification: Associate Governmental Program Analyst (Business Analyst)				
Major responsibility: Under the general direction of the Staff Services Manager I (Business Team Manager) the incumbent will be responsible for requirements gathering and provides a strong link between the business community and information technology. They assess business models and their integration with technology.				
> Perform the more complex typical system development life cycle tasks including gathering business requirement from stakeholders, business process reengineering, fit/gap analysis, design and implementation of the new HR/Payroll System. Work with Information Technology staff during the system development life cycle. Develop the more difficult acceptance testing plans and cases, and conduct user acceptance testing. Maintain and monitor the systems to ensure accuracy. Analyze the more complex laws or policy changes to determine their impact on business requirements and rules and present these findings to management.	12	60	720	0.4
> Work with departments and control agencies to determine needs, gather information and negotiate agreements. Identify the more complex issues, develop alternative solutions and make recommendations. Develop and make presentations to small groups.	12	60	720	0.4
> Meet with various State officials to negotiate law, rules, and policy changes, advise of changes, and handle sensitive problems.	12	20	240	0.1
> Represent the State Controller's Office on various complex functional focus groups, task forces comprised of departmental, control agency, campus and labor union representatives.	12	10	120	0.1
TOTAL Associate Governmental Program Analyst (Business Analyst)	48	150	1,800	1.0
Classification: Staff Services Manager (Spec) (Administrative Support Workload)				
Procurement; Budgets, Contracts; Human Resources; Accounting				
Major Responsibility: Under the general direction of the Project Manager the incumbent is responsible for Procurement, Budgets, Contracts, Human Resources and Accounting functions.				

Workload Description	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
> Serves as an independent consultant for all accounting services pertaining to the 21st Century Project. Oversees the estimation of expenditures, reimbursements and revenues; payment of travel expense claims and invoices, year-end accrual, billing of reimbursements to the agencies, special fund assessments; advise management of forecasted expenditures relative to budgeted authority.	12	60	720	0.4
> Serves as an independent consultant and principal staff supporting all budgetary issues for the SCO. Oversees the development, analyses, allocation, and monitoring of the 21st Century Project budget. Oversees the preparation of and/or edit BCPs to ensure that each proposal contains proper and sufficient workload justification to support the request. Analyzes BCPs for conformity with the Department's and State's policies and procedures and ensure that all DOF requirements are met. Makes recommendations and provides pertinent information and guidance relative to budgetary concerns of Executive staff on BCPs. Functions as a liaison with the DOF.	12	50	600	0.3
> Serves as an independent analyst responsible for the day-to-day contract administration and management of the project's consultant services and goods contracts. Works on contract management issues with project management and analytical staff, as well as control agencies and departments. Provide Project Management with project status reports and recommendations changes to rules and policies related to contract management. Functions as a liaison between the Project, Departmental Accounting and Budget Staff in regards to contract budget and funding issues.	12	30	360	0.2
> Performs as the Personnel Liaison to the 21st Century Project Staff. Assists supervisors and managers with personnel actions; initiate and review for completeness and accuracy Action Request Forms, duty statements, job opportunity bulletins, organization charts, and other personnel documentation related to hires, transfers, promotions, separations, and other personnel transactions to be processed by the department's Human Resource Office. Route Notice of Personnel Actions, probationary reports, Individual Development Plans, and other documents to the appropriate staff for signature. Work with the Human Resources Office to help determine employee eligibility for promotional examinations, classification transfers, and benefits. Research relevant laws, rules, procedures, bargaining unit contracts, etc.	20	5	100	0.1
TOTAL Staff Services Manager (Spec) (Administrative Support Workload)	56	145	1,780	1.0
TOTAL - TFC	416	1,165	14,380	8.0

STATE CONTROLLER'S OFFICE
ADMINISTRATIVE SUPPORT WORKLOAD

21st Century Project

CLASSIFICATION / TASK		Workload		
			Hours per	Hours per
Associate Governmental Program Analyst	*0.5*	Months	Month	Year
General Administrative Support		12	15	180
Conduct and/or review analytical studies and surveys; formulate procedures, policies, and program alternatives; make recommendations on a broad spectrum of administrative and program-related problems; and review and analyze proposed legislation.				
Human Resources Services Support		12	15	180
Prepares formal memoranda or reports on personnel matters; reviews proposed personnel actions for conformity with regulations, classification or pay standards or good personnel practice. Prepares written examinations, and coordinates recruitment programs.				
Business Services Support		12	15	180
Supports day-to-day operations by acquiring and maintaining departmental facilities, manages and directs in-house and external employee training, administers publication of articles on the SCO intranet (COIN), manages forms, records, transportation and recycling programs and provides reproduction services.				
Accounting Support		12	15	180
Provides all accounting services pertaining to the SCO budget as to estimates of expenditures, reimbursements and revenues; payment of travel expenses claims and invoices, year-end accrual, billing of reimbursements to the agencies; advise management of forecasted expenditures relative to budgeted authority.				
IT Support		12	7	84
Provides analysis, development, installation, implementation, procurement, or support of information technology systems, multifunction automated office systems, microcomputer systems, and teleprocessing networks and/or systems.				
Program Correspondence and Customer Service		12	7	84
Responds to inquiries concerning policies and procedures and provide technical advice and assistance to staff, management, control agencies, and others.				
Total Estimated Hours				888

21st Century Project
Historical Cost/Funding Display

	Actual Project Costs												Estimated Project Costs					
Fiscal Year	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 BCP	2016-17 MR	2017-18	2018-19	Total
One-Time Cost	$1,410,907	$4,916,822	$11,583,922	$34,684,697	$16,203,558	$15,798,038	$26,064,959	$56,043,106	$55,150,033	$20,768,921	$12,583,155	$14,771,541	$12,497,000	$5,132,000	$2,707,000	$1,835,000	$1,611,000	$293,761,659
Continuing Costs	$0	$0	$0	$1,119,957	$2,928,750	$3,821,013	$5,307,694	$7,656,431	$7,959,419	$359,079	$1,997,779	$1,158,845	$2,050,000	$1,646,000	$13,000	$24,000	$24,000	$36,065,967
Performance Bond Rec. Offset	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0				($2,772,000)
TOTAL PROJECT BUDGET	$1,410,907	$4,916,822	$11,583,922	$35,804,654	$19,132,308	$19,619,051	$31,372,653	$63,699,537	$63,109,452	$21,128,000	$14,580,934	$15,930,387	$14,547,000	$6,778,000	$2,720,000	$1,859,000	$1,635,000	$327,055,626
SOURCES OF FUNDING																		
General Fund	$0	$0	$0	$18,076,717	$9,940,300	$12,681,482	$16,218,955	$28,437,019	$33,739,000	$3,642,881	$11,943,000	$13,882,546	$7,326,000	$2,918,000	$1,550,000	$1,060,000	$932,000	$162,347,900
Performance Bond Recovery (GF)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	($2,772,000)
Redirection	$462,942	$1,120,315	$1,364,749	$1,205,000	$1,177,601	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,330,607
Reimbursements	$947,965	$944,085	$1,010,562	$571,285	$493,784	$1,158,001	$968,198	$947,897	$928,452	$804,619	$1,001,000	$388,996	$759,000	$0	$0	$0	$0	$10,923,844
Federal Funds	$0	$399,422	$1,372,767	$2,420,812	$546,773	($909,000)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,830,774
Special Funds	$0	$2,453,000	$7,835,844	$13,530,840	$6,973,850	$6,688,568	$14,185,500	$34,314,621	$28,442,000	$16,680,500	$1,636,934	$1,658,845	$6,462,000	$3,860,000	$1,170,000	$799,000	$703,000	$147,394,502
PROJECT BUDGET	$1,410,907	$4,916,822	$11,583,922	$35,804,654	$19,132,308	$19,619,051	$31,372,653	$63,699,537	$63,109,452	$21,128,000	$14,580,934	$15,930,387	$14,547,000	$6,778,000	$2,720,000	$1,859,000	$1,635,000	$327,055,626
*Total Project Funding Request	$947,965	$3,796,507	$10,219,173	$34,599,654	$17,954,707	$19,619,051	$31,372,653	$63,699,537	$63,109,452	$21,128,000	$14,580,934	$15,930,387	$14,547,000	$6,778,000	$2,720,000	$1,859,000	$1,635,000	$324,497,019
Reversion	$0	$0	$0	$0	$20,801,598	$13,207,746	$0	$1,867,632	$0	$58,200,000	$0	$449,311	N/A	N/A				$94,526,287

*Does not include the Redirection costs or Performance Recovery

$411.2 million has been authorized for expenditure (Total Project Budget through 2015-16 $316,835,626 ($313,917,626+$2,918,000 approved Provision 14 request) + Performance Bond Rec. Offset $2,772,000 + Reversion $94,526,287).